



READY TO WIN

A Call to Action for the Navy Reserve

MISSION

The Navy Reserve will preserve strategic depth and deliver relevant operational capability to rapidly increase the agility and lethality of the Total Force.

VISION

A committed Force of Citizen Sailors who are ready to win!



INTRODUCTION

As competition accelerates in the maritime domain, the U.S. Navy must rapidly create a larger and more powerful Fleet that incorporates cutting edge technologies and new operational concepts. Speed, agility, and urgency are necessary attributes of this effort. As part of the Navy Total Force, Reserve Sailors provide operational capabilities, strategic depth, and the capacity to surge quickly wherever and whenever the Navy and Nation require. We must be combat-ready and deliver operational excellence in support of a more lethal and capable force. Our skills – both military and civilian – will be needed for the future Navy to prevail across the spectrum of its enduring functions of deterrence, power projection, sea control, and maritime security, and to continue fulfilling Fleet and Combatant Commander requirements around the world every day.

This Action Plan aims to accelerate the impact of the Navy Reserve's mission and vision in this new competitive environment. By listening to Navy operational commanders, Reserve Sailors, their family members, and employers, we have sharpened our perspective on areas where we can improve both the efficiency and effectiveness of the Navy Reserve. Aligned with the *Navy's Design for Maintaining Maritime Superiority*, the Navy Reserve's *Action Plan* provides a framework to harness your talents, ideas, and leadership toward making the Total Force more lethal and capable as rapidly as possible, so we are ready to win!



STRATEGIC BY DESIGN, OPERATIONAL BY NECESSITY

In 1915, Title 10, U.S. Code Sec. 10102 established the Navy Reserve. It was originally designed as a strategic asset in which Reserve Sailors maintained a minimum level of readiness so they could mobilize for a major conflict. This strategic construct is still in place. However, since the 9/11 attacks, Reserve Sailors are more operationally integrated into the Fleet serving side-by-side with Active Duty counterparts on a daily basis. On any given day 20% of the Reserve Force is providing direct operational support to the Total Force. Reserve Sailors consistently provide more than 75% of all Navy Individual Augmentation requirements worldwide with over 3,000 currently mobilized. In fact, the Reserve Force just passed 80,000 mobilizations in support of Overseas Contingency Operations since 2001.

The *Navy's Design for Maintaining Maritime Superiority* is focused on ensuring American security and prosperity by adapting to the emerging fast-paced security environment. The Reserve Force, as an integrated element of the Total Force, must have the maneuverability, flexibility and agility to adjust its focus where and when it is needed to support the *Navy's Design*.

Navy Reserve support is critical to each of the *Design's* four Lines of Effort (LOEs) – Warfighting, High-velocity Learning, Strengthening our Navy Team, and Partnerships. While the Navy Reserve consistently provides support to all four LOEs, it is currently postured more towards LOE Blue – Warfighting, meeting current Fleet operational requirements. In order to fully support the *Navy's Design*, the Navy Reserve must demonstrate

agility and speed of maneuver to rapidly adjust its focus whenever and wherever the navy needs. Legacy processes, procedures and policies that slow our ability to maneuver must be revamped or eliminated. Antiquated methods prevent the Navy Reserve from keeping pace with the rapidly changing environment in which we operate. With enhanced agility, the Reserve Force can be a catalyst to enhance the agility of the entire Fleet.

The ability to swiftly and seamlessly maneuver across all of the *Navy Design's* Lines of Effort is at the very heart of the *Navy Reserve's Action Plan*.



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A CALL TO ACTION

To maintain America's maritime superiority, the Fleet needs a more agile and ready Reserve Force. The Navy Reserve's mission – to preserve strategic depth and deliver operational capability – depends on readiness. Being ready to win is not a passive undertaking. We must deliberately focus our actions on readiness and infuse a sense of urgency in how we operate. This requires improved readiness systems and processes that better enable Reserve Sailors to contribute to the fight.

To accomplish these changes, the Navy Reserve developed this Action Plan with one common goal in mind...



We must deliberately focus our actions on readiness and infuse a sense of urgency in how we operate.

Deliver on-demand combat-ready Reserve capability to the Fleet.

GUIDING PRINCIPLES

Keeping in mind the *Design's* core attributes of Integrity, Accountability, Initiative, and Toughness, our actions must be guided by the following principles:

Warfighting We will be a ready and lethal Reserve Force.

Innovation We will make great use of our experience in industry and keep pace with emerging technologies.

Teamwork We will be high-performing members of the Navy's Total Force team.



FOCUS AREAS

We cannot control the security environment or the pace at which it changes, but we can control our actions...and they must be proactive not reactive. Together, we will design and implement changes that bring the Navy Reserve's capabilities to the fight faster and with more impact than ever before. We will break through the barriers such as administrative distractions and legacy systems that slow us down. The entire Reserve Force must focus their actions at every level to simplify our business processes, enable our people, leverage our skills and relationships and bring all our resources to bear as fast as possible. We will take action to change the way we do business through the following focus areas:

SIMPLIFY / ENABLE / LEVERAGE / RESOURCE





SIMPLIFY

Simplify the way Reserve Sailors support the Fleet by streamlining activities, programs, and policies to more efficiently place them whenever and wherever they are needed.

Meeting 21st Century demands with a cold war construct is not sustainable, requires too many work-arounds, and is inadequate to meet the speed-to-need required by the future Navy. The Fleet must have more agile and responsive processes to compete in time to win the next fight.

Simplify will focus on the following objectives:

- Improving how to request and deliver Reserve Sailor support
- Increasing the quality and quantity of Reserve Sailors' time-on-mission
- Streamline administrative processes



ENABLE

Enable Reserve Sailors to more effectively provide warfighting capabilities to the Fleet through innovative application of technology and supportive policies.

The Navy Reserve's most important warfighting asset is its people. Sailors and their families are the 'heart' of our strategic depth and operational capability. Our Action Plan is aligned with the Navy's Sailor 2025 and MPT&E Transformation initiatives so that we best enable Reserve Sailors to contribute their talents and experience. These initiatives are designed to modernize how Reserve Sailors manage their careers, eliminate pay and personnel issues, create a detailer marketplace that recognizes civilian and military skills, and enable a more seamless transition between Active and Reserve Duty.

Additionally, when Active Duty Sailors choose to leave full-time service, but want to stay connected to the military culture, the Navy Reserve offers an invaluable opportunity for them to

remain "Sailors for Life." In this way, the Navy Reserve provides a key means of preserving the Navy's training, education, and leadership development costs already invested in these Active Duty Sailors. Keeping these well trained, experienced and often combat-tested professional mariners in the Navy Reserve, along with direct accession Reserve Sailors, provides a cost-effective way to deliver the intellectual capital and capacity required to meet future challenges.

The following key Enablers must be improved in order to optimize Reserve Sailors' contributions to the Fleet:

- Advanced tools such as cloud-based computing and mobile applications
- Reductions in administrative distractions
- New methods to support the Fleet such as virtual presence
- Integrated Navy Reserve requirements into Navy's personnel transformation initiatives and support programs (including timely pay, benefits, service opportunities and family support networks).



LEVERAGE

Leverage Reserve Sailors' civilian skills and partnerships with industry and academia to further enhance our contributions to the Fleet.

Harnessing the synergy between the Fleet's needs and Reserve Sailors' civilian skills and partnerships with industry and academia is a powerful force multiplier. The Navy Reserve is uniquely postured to expand the Navy's partnership with America. Reserve Sailor occupations span the full spectrum of professional fields, and the unique combination of military experience and civilian skills provides the Navy with a competitive advantage unavailable elsewhere in the Fleet.

With 123 Navy Operational Support Centers in all 50 States, Guam and Puerto Rico, the Navy Reserve is often the only "Face of the Navy" in non-fleet concentration areas. As a result, our

unique geographic and civilian employment footprint is ideal for leveraging the power of trust, honesty, and integrity with the American people. As "Citizen Sailors," we provide connections to key civilian sectors such as industry, academia, laboratories, government, and local communities. These connections allow the Navy to better access the latest technologies and best practices found in the commercial marketplace.

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Leverage will focus on the following objectives:

- Match willing Reserve Sailors' civilian skills with critical Fleet needs
- Build trust with key influencers in the civilian sector
- Partner with academic, research and technology institutions



RESOURCE

Resource the manning, training, and equipment that delivers more responsive Reserve Force capabilities to the Fleet.

An efficient and effective Navy Reserve is driven by dedicated people, reliable equipment, wisely applied technology, innovative organizational design, relevant information, trusting relationships, aligned policy and proper allocation of funds. An optimized service delivery model supports both sustainment of

operational support and strategic depth, and rewards the Navy's investment in its Navy Reserve with trained, proficient and available Reserve Sailors ready to serve the Fleet.

Our Resource focus is about rapidly delivering the right Reserve Force capabilities to the right place at the right time. To meet Fleet demands, we must:

- Develop a more agile manning structure
- Provide more flexible funding options

THE WAY AHEAD

Prevailing in this increasingly complex and competitive world will require bold action to Simplify, Enable, Leverage and Resource the power of the Navy Reserve! This Action Plan not only empowers us to do exactly that, but also provides a framework to focus those actions. To remain ready to win, each of us must ...

- **Own It!:** Permission granted to take action with the assets and processes you own
- **Lead It!:** Lead your team(s) to develop innovative solutions... keeping in mind that setbacks are expected on the road to success
- **Share It!:** Share your ideas and successes so all can learn and improve

And here's how...

TAKE ACTION

SUBMIT IDEAS TO THE...

Navy Reserve Policy Board (NRPB)

- Policy Change Recommendations
- Innovative Operating Concepts
- Procedural Recommendations
- Other ways to Improve the Force

SHARE IDEAS AT THE...

Navy Reserve Idea Portal (NRIP)

- Join the Conversation
- Gain Feedback
- Ask Questions & Get Answers
- Solve Problems
- Iterate and Innovate

Visit www.R2W.navy.mil for links to submit and share your ideas, track progress of actions and see wins from across the Force.

By taking action together in alignment with this plan we will strengthen our Navy Team and ensure we remain ready to win!

WWW.R2W.NAVY.MIL



Four horizontal dotted lines for notes.

NOTES:

NAVY RESERVE ACTION PLAN

READY TO WIN

SIMPLIFY

➤ Make the processes you own simpler

ENABLE

➤ Better tools, support, networks and streamlined processes

LEVERAGE

➤ Discover, develop and apply your skills and partnerships

RESOURCE

➤ Innovate and optimize how you use your resources

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TEAMWORK We will be high-performing members of the Navy's Total Force team.

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